GORDON WEBER —

# MASSEY-HARRIS

By appointment
Agricultural Implement makers
to H.M. The King.

## AN HISTORICAL SKETCH
## 1846-1926

MASSEY-HARRIS COMPANY LIMITED
Toronto, Mar., 1926.

A. Scott Carter, fec.

YORK UNIVERSITY
ARCHIVES

# MASSEY-HARRIS

AN HISTORICAL SKETCH
1846-1926

MASSEY-HARRIS COMPANY, *LTD.*
TORONTO, MARCH 1926

PRINTED AND PUBLISHED
BY THE
MASSEY-HARRIS PRESS
TORONTO

*REVISED EDITION*

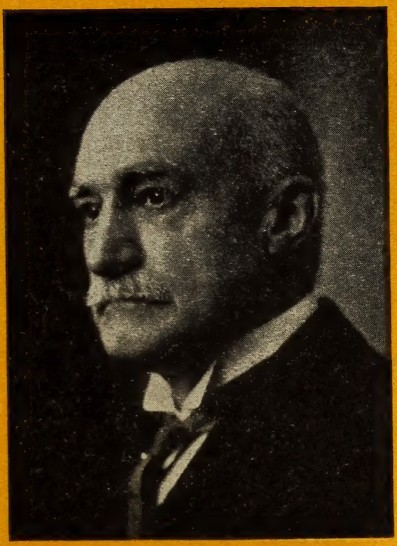
# FOREWORD

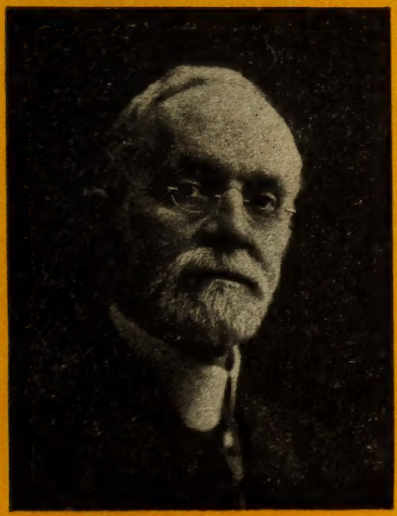
IN the following pages an attempt has been made to tell briefly the story of the origin and growth of the Massey-Harris Company of Toronto. In the small compass of this book it has been impossible to do more than touch upon a few of the more significant facts and picturesque events in the history of the Company's development.

The information which this sketch contains is chiefly of interest to those who are either members of the organization or who have some association with it. It is hoped, however, that others into whose hands the book may fall, may find an element of real romance in this story of modest beginnings and great accomplishments.

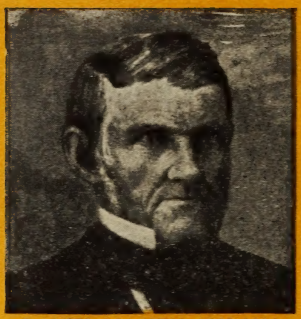
HEAD OFFICE
TORONTO

JOSEPH N. SHENSTONE
*President*

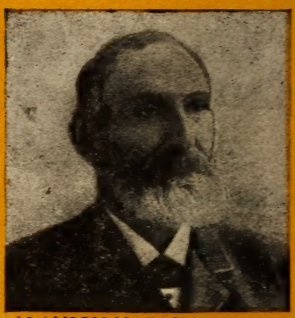




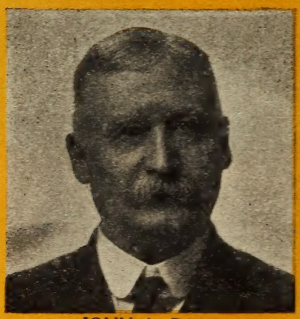
CHESTER D. MASSEY, LL.D.
*Honorary President*
President 1901-1903



DANIEL MASSEY, 1798-1856
Founder of the Massey Firm

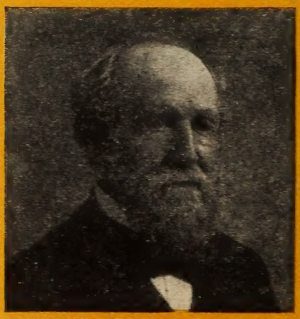


ALANSON HARRIS, 1816-1894
Founder of the Harris Firm

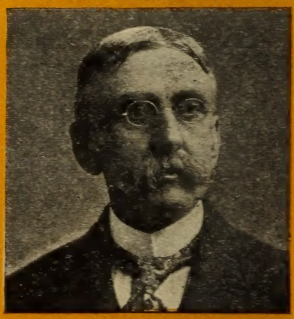


JOHN A. BAIN
Founder of the Bain Firm

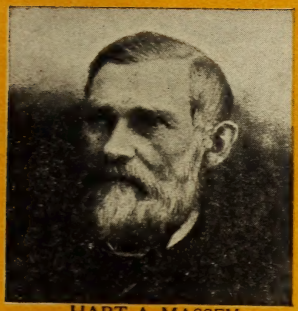
W. H. VERITY, 1830-1892
Founder of the Verity Firm



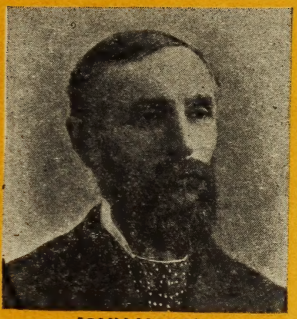
PETER PATTERSON, 1825-1904
Founder of the Patterson Firm



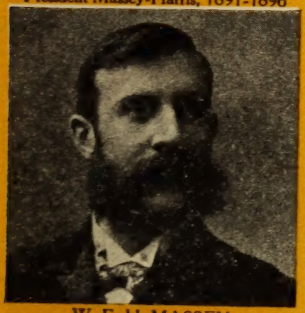
W. S. WISNER, 1839-1919
Founder of the Wisner Firm



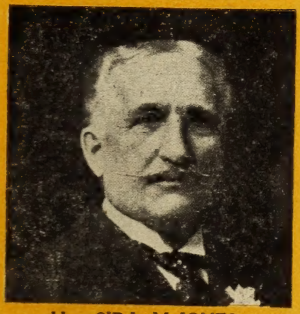
HART A. MASSEY
President Massey M'f. Co.
President Massey-Harris, 1891-1896



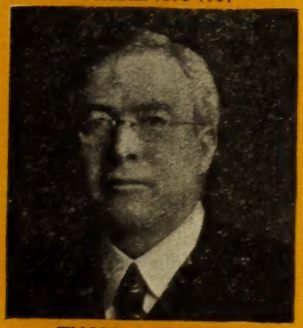
JOHN HARRIS
President A. Harris, Son & Co.



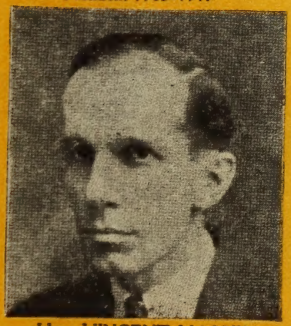
W. E. H. MASSEY
President 1896-1901



Hon. SIR L. M. JONES
President 1903-1917



THOMAS FINDLEY
President 1917-1921



Hon. VINCENT MASSEY
President 1922-1925

# ADVERTISING OF LONG AGO

Phœnix Foundry, July 27, 1853.

**NEWCASTLE FOUNDRY**

AND

**MACHINE SHOP.**

THE Subscribers would respectfully inform their customers and the public generally, that they have now on hand, and are still manufacturing, a number of **Burrall's Reaping and Ketchum's Mowing Machines** OF IMPROVED PLANS.

They are also making several THRASHING MACHINES of various kinds, of from Four to Eight Horse-Power, with *Cleaners and Straw-Carriers* attached, which will be ready for the coming harvest

**TO MILL OWNERS**

They would say that having lately made several important additions to their Machine Shop in the way of the best Lathes, Tools, &c., and obtained the services of Mr. R. H. Goodwin, Millright and Machinist, who has for many years been engaged in the business, both in England and in the United States; and that they are now prepared to manufacture *STEAM ENGINES*, Steam Boilers, Mill Irons of all kinds, Lathes, Milling Saws, &c.

All kinds of *PATTERN MAKING* connected with the establishment.

The Public are invited to call and examine for themselves, as the subscribers are confident they can do as well by them if not better than any other establishment

*Ploughs, Cultivators, Harrows, Thumpke Scrapers, Wood-harrows, &c., kept constantly on hand.*

Threshing Machines repaired with promptness and despatch.

H. A. MASSEY, & CO.

Newcastle 31st May, 1853. 145w1

REPRODUCTION OF AN ADVERTISEMENT IN THE NORTH AMERICAN, PUBLISHED IN TORONTO IN 1853.

NEWSPAPER ADVERTISEMENT OF 1853

POSTER OF 1874

HARRIS CATALOGUE 1886

MASSEY CATALOGUE 1881

THE Massey implement business began on a farm. Daniel Massey, the founder, was originally a farmer living not far from Cobourg, in Northumberland County, Ontario. During the first quarter of the nineteenth century, his farm was hewn from the bush and put under cultivation. We may be sure that the first "reaper" used in the stumpy fields was the "reaping-hook" or sickle, which was followed by the "cradle," an implement no longer made because it is no longer required. The cradle, with its curious handle, its four curved fingers and its blade, all fastened together in a frame, was the only practical reaper in the Canada of a century ago. One man used it to "cradle" the swath, while with a wooden rake a man behind raked the windrow into sheaves, which were then bound with a band made from the straw. From three to four acres of good grain cut and bound made a satisfactory daily average for two experts.

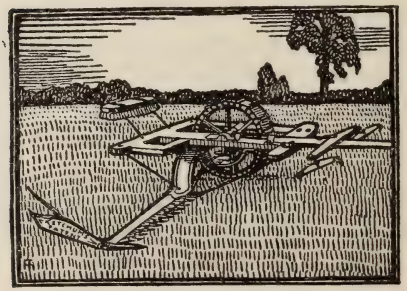
**Primitive Beginnings**

Daniel Massey, a successful and strenuous farmer, soon found a bigger outlet for his pioneer energy than agriculture when, at first as a side-line to the farm, he set up a little shop to make plows, scufflers, sugar kettles and the repair parts of threshers at what was then Bond Head, near Newcastle and some distance from Cobourg on the north shore of Lake Ontario. A few years later in 1847 he built the original factory at Newcastle itself—a little combination plant, machine shop and foundry, at first only one storey in height.

At the foot of the tiny industrial settlement was Lake Ontario, dotted with schooners and busy docks at a time when transportation by land was still confined to the bush road for wagons. Clearings in the forest skirted the north shore of the lake along which were scattered energetic and hopeful communities of men who dropped the axe only to seize the plow-handle, and every few miles was a cross-roads store, blacksmith shop and saw-mill with its annex for grinding grist. The agricultural industry founded at Newcastle was just a new and more advanced kind of local utility which arose to provide some of the machinery by which the farms, newly won from the wilderness, could be more effectively worked.

**Hart Massey**

The factory was begun by Daniel Massey to improve agricultural industry in Durham County and as much of Upper Canada as he could reach. Four years after Hart A. Massey became superintendent of the works. He was then a tall, powerful youth of twenty-eight, who had driven oxen, cut and hauled cordwood, tramped three miles to a log school-house in the bush, teamed in the lumber woods, hauling logs to the lake front and the mill, fired in the Cobourg tannery, attended Victoria College and at the age of twenty-one had been put in charge of his father's farm on which he had been born in 1823.



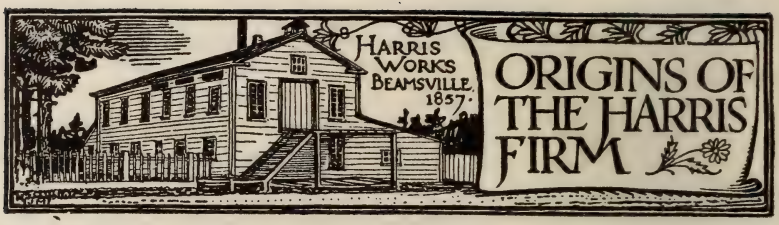
**The Ketchum Mower**

Hart Massey was called to his father's factory in 1851. A year later he became a partner and manager in the business which was given the name of H. A. Massey

& Company. In 1855 he became the sole proprietor of the business and remained at its head until his death in 1896, forty-one years later.

**Early Inventions**

Important inventions, the outcome of Hart Massey's efforts, gave the little company a great impetus in its early years. These achievements came in quick succession. In 1852 the Massey firm produced the "Ketchum" mower, the first mowing-machine made on Canadian soil. This was followed by the "Burrell" reaper, a rudimentary invention made to be drawn behind the fore-wheels of a wagon. In 1855 the "Manny" combined hand-rake reaper and mower was placed on the market. In 1861 the firm brought out the famous "Woods" mower, and in 1863 produced the "Woods" self-rake reaper, the first self-rake harvester made in the Dominion.




# ORIGINS OF THE HARRIS FIRM

**Beginnings**

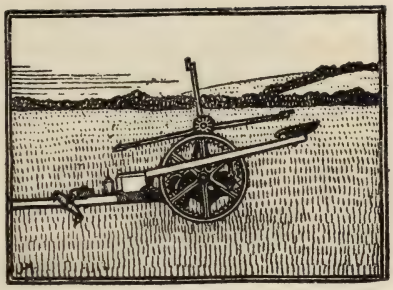
HISTORY discloses the coincidence that the Harris implement business, like the Massey business, had its origin on a farm. When Elder John Harris, a local preacher, purchased 200 acres in the County of Brant, a few miles south of Brantford, in the year 1846, and immediately commenced the manufacture of plows and a wooden revolving hay rake, of which he was the inventor, he little thought he was laying the foundation of an immense business. Alanson Harris, his son, was associated with his father in this industry, and in 1857 the business was moved to Beamsville, in the Niagara Peninsula, on the north shore of Lake Ontario, where the manufacture of cultivators and other small implements was added to the output.

Here, again, early in the history of a business, there appears the inventive, organizing son; it was John Harris, son of Alanson, grandson and namesake of the original inventor, and a natural mechanic and inventor himself, who at the age of 21, in 1862, became associated with his father in the business—the reaper and mower having then been added to their line—and the Harris implements became known throughout all Ontario, with the result that the output rapidly increased and it was necessary to make additions from time to time to their factory facilities. In addition to the manufacture of reapers, mowers and rakes, other implements, such as

**Expansion**

root cutters, clover threshers, corn shellers and plows, were added to the list.

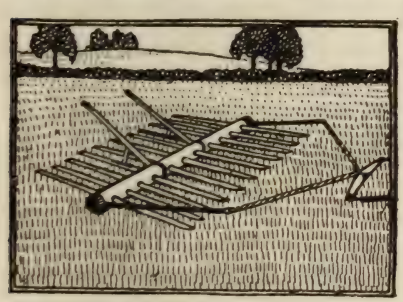
The plow of those days was a crude implement, made entirely of cast iron, with the exception of the handles. The plow bottom, at that time, was given no polish in the factory, and before the share and mould-board were in condition to do good work, it was necessary that they should have a bright, smooth surface, which was accomplished by the farmer first working it in sandy or gravelly soil.



The Kirby Mower

**The Kirby Reaper**

In 1867 the cutting of grain by machinery was comparatively new, and the machines then in use were crude and unwieldy, but in that year the Harris firm introduced and commenced to build Kirby hand-rake reapers, which proved to be far superior to any that had been manufactured heretofore. In 1869 the self-rake reaper was introduced, and in a year or two its popularity was such that the factory facilities at Beamsville were found inadequate to supply the demand, and in 1872—ten years after the appearance on the scene of John Harris—the business was moved to Brantford, then a thriving town of about 8,000 people. The Harris Works soon became the largest industry in a small city which has since become famous as a manufacturing centre. The business was so extended here that it was found advisable to drop some of the imple-



A Revolving Rake

ments, and to concentrate upon the three most important machines, the self-rake reaper, the mower and, later on, the self-binder. Popular interest in the implement business centered for many years in the building of harvesting machinery, chiefly in the self-binding harvester, but previously in the self-rake reaper. This latter machine was manufactured by the Harris and Massey concerns in contemporaneous development with machines made by similar firms in the United States. The Harris hand-rake reaper was the Kirby, first made at Beamsville and improved at Brantford. In its day it is doubtful if at the time a better reaper was made anywhere in America, which, up to this time was acknowledged to be the world's headquarters for harvesting machinery.

**Extension to the West**

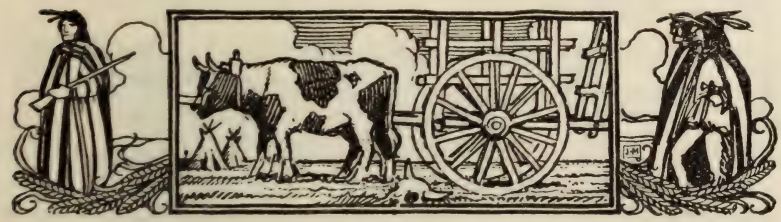
The demand for self-rake reapers in Canada came at first wholly from Ontario, Quebec and the Maritime Provinces, but even before the first trans-continental railway had traversed the new West, the implements made by the Harris firm had found their way to the prairies, despite the competition of American firms, with a geographical advantage.

In 1879 A. Harris & Son Co. (as the organization was then called) opened a distributing branch of their business in Winnipeg, then in its first "boom." The late Sir Lyman Jones, and the late J. H. Housser, were respectively Manager and Secretary of the Western Branch of the Harris Co. in 1882. In 1883 the firm opened up business in Prince Albert, when the only communication was by boat, from Selkirk. In 1884 the Canadian Pacific reached as far West as Troy, now Qu'Appelle. Harris machines were then shipped from there to Prince Albert, 300 miles, in Red River carts. In that year the first self-binder that ever worked in the

Canadian West—a Harris machine—was tested on a farm near Edmonton.

Associated with John Harris for many years was a brother, Thomas M. Harris, who continued his active connection with the business until 1891. Also, Lloyd Harris, son of John Harris, who joined the staff in 1884 at the age of seventeen and soon, by his energy and faithfulness, obtained such a knowledge of the business that he was entrusted, in 1889, with the organization of the European branch and afterwards with its management, which he retained until 1900, when he returned to Canada. He has been an earnest and valued member of the Board of the present Company from 1921 until September, 1925, when he met a sudden and untimely death.

Mr. Alanson Harris remained at the head of the business until 1881, when a joint Stock Company was formed, with Mr. John Harris, President, Mr. James K. Osborne, Vice-President and Mr. Jos. N. Shenstone, Secretary. After the death of John Harris, in 1887, his father again became President, which office he occupied until the organization of the present company in 1891.



**Early Successes**

IN 1864 the Massey works in Newcastle were entirely destroyed by fire and with them the year's supply of finished machines together with materials, patterns and records. The recovery from this disaster, however, through the energy and courage of the proprietors, was rapid. Three years later, the Company was ordered by the Canadian Government to represent Canadian manufacturers at the Paris Exposition of 1867, and won the highest gold medal award for their reaper and mower. In 1869 the "Ithaca" steel rake was produced at the Massey works, the first automatic dump horse-rake to be built in North America.

In 1874 the firm placed on the market "Sharp's" horse-rake—one of the successes of the time, and two years later, took out the first Canadian patent for a self-binder. In 1878 the Company introduced the Massey harvester.

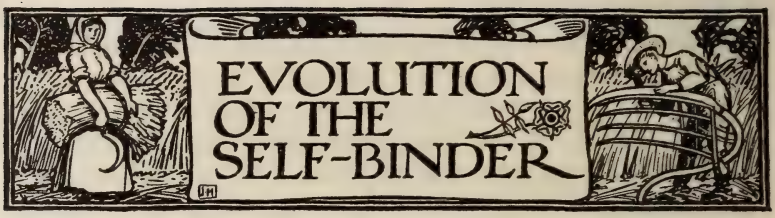
**Incorporation**

In 1870 the business was incorporated as the Massey Manufacturing Company, with a capital of $50,000. Mr. Hart Massey continued as president of the firm, with his eldest son, Charles Albert, as vice-president and manager. During the next fourteen years, however, the former was absent from the business for most of the time through temporary ill-health, and during this period his son, although but a young man of twenty-two at the commencement of his duties, was the acting head of the business.

Transfer to Toronto

The year in which the Harris firm made a successful invasion of the west, 1879, the Massey Company transferred their entire plant to Toronto. This removal was a result of the need for more central transportation facilities both for raw material entering the works and for finished products passing out. It was necessary to be in closer touch with what was then the financial centre of Canada, and it had also become a modern necessity to place large industrial plants at strategic points for the employment of labour. This is not an argument for the concentration of industry in large centres of population at the present time, but merely a reflection upon conditions that existed forty years ago.

The Massey Manufacturing Company employed about 150 men at this time in all departments. It secured for its new premises a large part of what was then the Exhibition grounds, where each year was held the old Industrial Exhibition—more recently the Canadian National Exhibition at which the Massey Company's exhibit, for many years has been a familiar feature, conspicuous for its originality and excellence. Two years later the firm absorbed the plant of the old Toronto Reaper and Mower Company, an acquisition which practically doubled its manufacturing capacity.



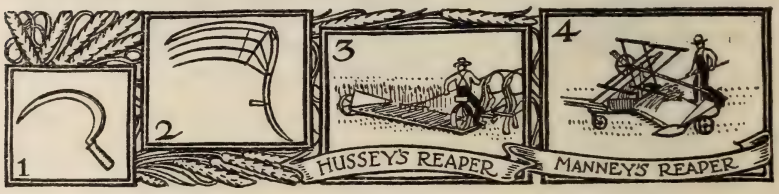

BY 1880 the development of the binder was all but complete. The story of its growth is too striking to be passed over without a word of comment. Not even the steam locomotive surpasses the harvester in popular interest, for harvesting is as old as travel.

**The First Horse-Reaper**

The sickle and the primitive "cradle" were first superseded by a rudimentary mechanical device which involved the attachment to the fore-wheels and axle of a wagon, of a cutting-bar on which operated a long horizontal knife in many sections. The knife cut the grain, which by the aid of two men with hand-rakes fell upon a platform and was raked off by a third raker following at the end of the "table." This was the first horse-reaper.

**From Hand-Rake Reaper to Self-Rake Reaper**

The hand-rakers had their labour lightened later by a revolving reel which guided the grain over upon the knife bar. This revolving reel was the prototype of the present reel of the self-binding harvester, the rake-reaper providing the link between them. At first this latter was a combination attachment to a mowing machine. The cradle-man used to lay the grain in a swath, heads



all one way for the hand-rake binder. The old Burrell and Manny hand-rake reapers did the same thing in bundles. Then some genius invented the rake-stand with its four or five rotating rakes that guided the grain on to the knives, leaving its heads lying one way upon the table till the fourth rake came round and by the use of a "trip" travelling on a track lower than the others, kept its teeth pointed down and so swept the bundle off the table for men to bind with straw bands.

This self-rake reaper attachment marked the summit of invention in the early days of harvesting machinery. It was capable of cutting ten acres a day with a single team and a lad to drive; and few of the men who followed this marvel of almost intelligent mechanism, dreamed that such a machine even before they were a decade older would be in the mechanical discard.

**The Self-Binder**

The self-binding harvester was evolved in North America, but somewhat later in Canada than in the United States. Its evolution from the self-rake reaper was picturesque. The first improvement on the reaper came in an implement in which the rakes were done away with and the old reel put in their place; when instead of bundles being laid off in the stubble at the rear of the machine for hand binders following to bind, the grain was elevated on a chain of carriers running round the table up an incline, landing the grain on a side platform where two men stood and bound by hand. The contact between the man and the grain in the act of

binding was now established, not on the ground as before, but actually on the machine.

**Seven Stages of Growth**

The mechanical history of the binder may be summed up briefly as follows:

1. The primitive **sickle.**

2. The **cradle** utilizing a scythe blade.

3. The **knife bar** with scissor-like cutting apparatus with table attached and men behind with rakes, supersedes the cradle.

4. A **reel** to lay the grain straight upon the table is added to the cutting-bar and table. Men still rake and bind by hand; the driver rides one horse.

5. Hand rakes and reel are both abolished by the automatic **self-rake reaper;** the driver now leaves the horse and rides the machine.

6. The reel comes back in the "Marsh" harvester, this time with **elevator carriers** that bring the grain in contact with the "hand-binder" on a second platform.

7. The hand-binder is replaced by the **mechanical knotter;** first as an attempt to bind with wire (which proved disastrous to threshing machines and to cattle feeding at the straw stacks); later and finally by twine.

These are the seven ages of the harvester. The last two belong to the 'sixties and the 'seventies, although the use of twine became general in 1883.

**The Sheaf-Carrier**

Even after the invention of the knotter, the binder still required the introduction of the sheaf-carrier by means of which the sheaves, instead of being dropped one by one, were left on the field in groups of three or four, for the convenience of those who gathered them into shocks.

If the history of the self-binder consists of seven stages we must not forget that there is an eighth stage

# MASSEY-HARRIS MACHINES IN MANY LANDS

ITALY

AUSTRALIA

PLAINS OF SHARON, PALESTINE

TUNIS

SOUTH AMERICA

BRITISH COLUMBIA

BELGIUM

SIBERIA

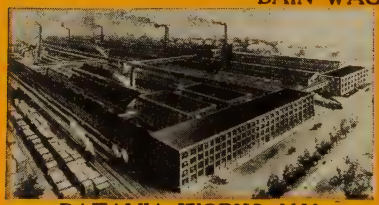
# FACTORIES OF MASSEY-HARRIS Co LTD

TORONTO WORKS

VERITY PLOW WORKS

BRANTFORD WORKS

BAIN WAGON WORKS



BATAVIA WORKS, N.Y.

WESTON WORKS

in the form of a "super-harvester"—the reaper-thresher. This machine is the result of a long series of experiments, in which the Massey-Harris Company took the leading part. Some years ago a machine of this type was perfected, by which at one time the heads of grain could be stripped off and threshed in the field. Further experiments by the Company have now led to the development to the reaper-thresher which combines completely the function of the binder and threshing-machine. This machine first of all used only in Australia and South America is now used in North Africa, Spain, South Africa and the South Western States and has been introduced into certain sections of Western Canada with great success. It is necessary to allow the grain to dry on the stalk before cutting to permit of its being threshed at the same time, where this is possible the Reaper-Thresher effects a saving of over 50% in time and cost of harvesting.

**The Reaper-Thresher**

**Personnel**

BY 1889 three sons of Mr. Hart Massey had been engaged in the business, which employed not fewer than 500 men. Mr. C. A. Massey, the eldest son, who had become general manager in 1871 owing to the ill-health of his father, died in 1884, when the active management reverted to Mr. Hart Massey. Messrs. Chester D. and Walter E. H. Massey were also members of the firm. Thus, in the Massey family as in the Harris family, there was developing a personnel which kept strong the identity of each business.

In Brantford the Harris Company had attracted to their branch of the industry a number of men who afterwards pooled their ability in the united firm. Messrs. J. K. Osborne, Lyman Jones, J. H. Housser and J. N. Shenstone were all Harris men who later became pillars of the Massey-Harris Company.

**Early Awards**

Each Company by 1890 had a record of progress in inventions, tested in actual use at field trials and exhibitions in various parts of the world. For example, in 1880, the Massey Company took more than 60 prizes in Fall Fairs. In 1879 and 1880, at the old Toronto Industrial Exhibition, they secured the highest awards for their harvester. In 1885 they won the gold medal at the Antwerp Exhibition. In 1886, they were awarded the Indian and Colonial Exhibition Medal in London. At an agricultural exhibition in Melbourne, in 1889, the Massey Exhibit was the largest of any

from Canada, and included the most extensive display of binders and mowers in the grounds. In the same year, in connection with the Paris Exhibition, a remarkable field trial was held, lasting four days, on varying crops, much of them badly lodged and very heavy, and the Massey binder won at all points, against world-wide competition, harvesting some crops regarded as impossible to cut. It was the only machine which did not fail to tie a sheaf, and was also by far the lightest in draft.

In 1880, the Harris Company won a special medal from the Council of Agriculture and Arts Association of Ontario, for an exhibition near Hamilton. In the six years ending 1882, they won 85 medals and diplomas at field trials in Canada, and in 1886, a medal and diploma at the Indian and Colonial Exhibition, London.

**Rivalry**

Each Company, preserving its own methods, and with its own organization, had extended its field to a great radius from the parent towns of Newcastle and Beamsville. Each travelled in the west the trail of the pioneer's cart before the advent of the transcontinental railway, and both Massy and Harris machines were breaking ground, cultivating and harvesting on the prairies before the Canadian Pacific was built. In all directions but south, and limited only on the north by the frost-line and the bounds of population, the two firms had marched side by side in a strenuous competition, each bearing the "Made-in-Canada" motto on its banners, to all parts of the Dominion where agriculture was carried on.

In 1880 both firms were established with selling agencies everywhere in Canada, and in many foreign countries as well, and by 1890, both of the Companies had individually reached their limits as competitive

concerns. It was now considered the best policy for these two firms, each in some respects the complement of the other, to join forces in order to reduce the cost of production, distribution and sale, and therefore, in 1891, the Massey-Harris Company came into being.

Union

The advantages of the amalgamation were many. First, it was found possible, in time, to combine the best points of a Massey and a Harris machine, in a Massey-Harris machine; secondly, the cost of production was reduced by the elimination of duplicate agencies in small towns; by the shipment in car lots of larger quantities, resulting in lower freight rates to the consumer; and by better service to the customer in the supply of repair parts; thirdly, in the field of manufacture, the union made possible a policy of factory specialization, because of the larger number of shops now available for the production of machines.

To the consumer, the concrete result of the merger was the announcement, in 1892, of a substantial reduction in the prices of some of the machines, and of the appearance of new implements embracing the best features possessed by the rival machines before the amalgamation.

THE new Company's headquarters were established at Toronto, and with its greater magnitude soon began to attract to itself smaller but co-related concerns which gave the united firm strength but not monopoly; for it has never been without healthy competition.

Among the earliest manufacturers of farm implements in Canada, was the firm of Patterson & Brothers Company, Limited, which in 1850, had moved permanently to Canada, set up at Richmond Hill, founded the village of Patterson, two miles east of the original factory, and until the year 1886, had carried on there a successful business in general farm machinery. **Patterson Brothers**

Much of the successful development of the farm implement business has been due to the progressiveness and inventive ability of the Patterson Brothers, who were among the first, if not, indeed, the pioneer, manufacturers of haying and harvesting machinery in Canada. The older generation of Canadian farmers will remember the "Manny Mower" and "Ball's Ohio Combined Reaper and Mower," built by them in the 'fifties, which in time were succeeded by the "Canadian," "Woods" and "Johnston" reapers and the "Cayuga," "Empire" and other mowers. They were also early in the field with seeding machinery and binders, and for some years before the sale of their business to Massey-Harris Company, Limited, were the only manufacturers

building a full line of farm machinery, a policy since adopted by most of the representative concerns in both Canada and the United States.

The Patterson business, in 1886, was moved to Woodstock, Ontario, where it was extended to cover a full range of tillage, cultivating, seeding and harvesting machinery. After five years, the Company became the senior member in an amalgamation with the smaller firm of J. O. Wisner, Son & Company, in Brantford, and as will be seen below, eventually found its way into the Massey-Harris union with two members of the firm still in active association, Messrs. A. S. and J. D. Patterson.

**The Wisner Firm**

The Wisner firm also had a history, reaching back to 1857, when Mr. W. S. Wisner went to Brantford from the State of New York, and, with his father, Mr. J. O. Wisner, began to manufacture fanning mills. In 1871, under the name of J. O. Wisner, Son & Company, they began to make grain-drills, broadcast seeders, spring-tooth harrows, sulky rakes and hay-tedders. In 1891 this firm—a few months after the amalgamation with Patterson Brothers at Woodstock—was purchased by the Massey-Harris Company as a going concern. The older men in both the Patterson and Wisner Companies retired. The two sons of Peter Patterson remained in the business and Mr. W. S. Wisner also retained an association with the new organization until his death in 1919. His son, Mr. C. L. Wisner, is Assistant General Manager in Charge of Foreign Sales.

**The Verity Firm**

Just one year after the Massey-Harris Company had absorbed the Patterson-Wisner amalgamation, the reinforced Company reached out in still another direction—this time to the little town of Exeter, Ontario, where W. H. Verity and Sons had made plows since 1857.

Eventually the Verity's also caught the prevalent spirit of "getting together," were incorporated as the Verity Plow Company, added to their "line" the plows formerly made by Patterson and Bros. Company, and in 1892 were merged in the Massey-Harris organization, to which they became a subsidiary or affiliated firm. The plant formerly occupied by the Wisner firm was remodeled and enlarged for the use of the Verity business.

The Massey-Harris Company now owns the Verity plant, and controls the sale of their plows. These are produced in many varieties from the 50 types of simple walking plows to the latest models of power lift, multiple-gang, disc and mouldboard plows for use with tractors.

**Bain Wagon Company**

In 1895 the Massey-Harris Company extended its activities to include the manufacture of farm wagons through affiliation with the Bain Wagon Company, which for many years in their factory in Brantford had produced, in addition to wagons, bob-sleighs, log-trucks, and dump-carts. Mr. John A. Bain and his brother, the late George A. Bain, the founders of the firm, continued in the management of the subsidiary Company, which was moved to Woodstock, Ontario. Mr. John Bain retired from active service in 1924.

**Johnston Harvester Company**

The Massey-Harris Company in 1910, acquired control of the Johnston Harvester Company at Batavia, New York. This firm, the incorporation of which dates from 1871, was the outcome of still earlier beginnings and its absorption gave the Massey-Harris Company an important place in the United States market and greatly increased its output.

**Gasoline Engines**

In 1913 the Massey-Harris Company developed a gasoline-engine branch, when they bought, as a going concern, and transferred to Canada, the Deyo-Macey Engine plant, of Binghampton, N.Y. Engines are now

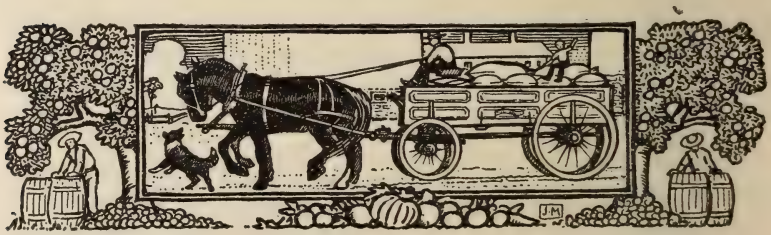
made in sizes from 2 to 15 horse-power and are used for wood-sawing, feed-chopping, water-pumping, and other numerous purposes, to replace man, wind and horse-power on the farm. In 1918, at the Weston Works, the firm commenced the manufacture of agricultural tractors in a newly equipped plant.

**Disc Harrows and Manure Spreaders**

Two other acquisitions may be mentioned: In 1893 the firm by acquiring the Corbin Disc Harrow business of Prescott, Ont., commenced the manufacture of this implement, and in 1904, mechanical manure spreaders were added to the Massey-Harris "line" through the purchase of the Kemp Manure Spreader Co., of Stratford, Ont.

**Bicycles**

In 1895 when the world and his wife were cycling, the Massey-Harris Company undertook the manufacture of bicycles in the Toronto factory. This department was later sold to another firm which continues to manufacture the "Massey Bicycle."



# CANADIAN BRANCHES

MONTREAL

MONCTON

WINNIPEG

BRANDON

REGINA

SASKATOON

SWIFT CURRENT

YORKTON

CALGARY

EDMONTON

# FOREIGN BRANCHES

LONDON, ENGLAND

PARIS, FRANCE

SYDNEY, AUSTRALIA

CHRISTCHURCH, N.Z.

PERTH, AUSTRALIA

BUENOS AIRES,
ARGENTINE

ADELAIDE, S. AUS.

MELBOURNE, AUS.

ONE of the most striking episodes in the history of the Massey business dates back to the 'sixties, when it is on record that Massey machines, made in Newcastle, Ontario, were shipped to, and sold in, Germany. Thus, a Canadian product in export, antedated even the German Empire and the Franco-Prussian war. It might be pointed out here that the Massey Manufacturing Company was the first firm, from North America, to sell its products in Europe under its own name.

**Export to Europe**

Massey implements were shipped to Asia Minor in 1885, and a Massey catalogue of 1887 says:

"We have, this year for the first time completed a systematic and efficient organization in Great Britain and on the Continent for the wider distribution of our goods. In England, Scotland, Ireland, France, Germany, Belgium, Russia, Asia Minor, South Africa, South America, West Indies, Australia, our machines are at work, and during the past season, have given remarkable satisfaction.''

Catalogues of that period were produced abroad in many languages.

The establishment of a foreign agency in many cases immediately followed the winning of a competitive award in a foreign country. Thus the bronze medal awarded to the Massey Exhibit in Sydney, New South

Wales, in 1877, led to the establishment of the Australiasian Branch, while the British and French agencies came as a result of the field trials at Paris, mentioned elsewhere, and the firm's success at the Indian and Colonial Exhibition in London. The first European branch house was established in London in 1887, by Mr. Fred I. Massey, who remained its manager until 1906.

**Extension to Australia**

In the early 'eighties a small number of Massey harvesters had been shipped to an importer in Melbourne, but, curiously enough, had not been sold. At the Indian and Colonial Exhibition in London in 1886, an Australian merchant inspected the Massey Manufacturing Company's display, and placed an order for a small lot of harvesting machines. A representative of the Company, Mr. Charles McLeod, was sent out to see them properly started, and with him 25 additional binders were sent on speculation. These were disposed of, and during 1887, Messrs. W. E. H. and Fred. V. Massey visited Australia and New Zealand, appointed agents and established a branch in Adelaide, with Mr. McLeod as manager. Three years later seven trainloads of Massey machines were shipped to the foreign trade, a large proportion of them being consigned to the South Seas. Grain drills were subsequently added to the foreign trade, and it was almost entirely due to investigations based upon a soil analysis by a Massey representative that fertilizer drills came into general use in the Antipodes. During the ten years after the establishment of the Australasian Branch, Massey machines were entered in about fifty field trials each year, and won as many first prizes, during this period, as all their competitors.

The Australasian Branch has grown into an organization with large office and warehouse premises in Mel-

bourne, Sydney, Adelaide, Perth, Brisbane and Christchurch, giving permanent employment to more than 300 persons, and effectively covering Australia and New Zealand, as well as Fiji and others of the South Pacific Islands, with a network of more than 700 country agencies, at which machinery and supplies of spare parts are carried. The sales in the Australasian Branch now represent about twenty per cent. of the Company's total sales.

**Harris Exports**

The foreign trade of the Harris Company does not carry us as far back as does that of the Massey side of the firm, but commences in 1883, when this Company began to export its "full line" abroad. In 1885, Harris binders to the number of 50, were sold in South America, and a year later, 140; while in 1886 Harris machines were sold extensively in Great Britain, Germany, Austria, Turkey and Australia. Here again the establishment of agencies followed competitive tests and exhibits.

The Harris Exhibit at the Indian and Colonial Exhibition in London, led to branches in Edinburgh, Buenos Aires, and Rosario (Argentine); Timaru, New Zealand; Czernowitz, Austria; Melbourne and Paris; while by 1889 the Harris label had extended to Russia and Chili.

**The World's Fair, 1893**

THE first World's Fair at Chicago, celebrating the 400th anniversary of the discovery of America, very aptly found the largest farm implement business under the British flag, engaged in helping to rediscover that continent. The dispatch of a train-load of Massey-Harris exhibits to Chicago in 1893 was a conspicuous event. The *Farm Implement News,* of Chicago, in an issue published during the Fair, gave this testimony to the efficiency of the Canadian organization in competition with all other implement exhibitors:

"We must frankly acknowledge that one Canadian concern, the Massey-Harris Company, Limited, with head office in Toronto, and factories at Toronto, Brantford, and Woodstock, have the largest, the fullest, and the finest exhibition in the whole building."

**Moving Pictures**

The singular fact is recorded that in the year 1898, before there was a regular film theatre in the world, moving pictures were actually taken of Massey-Harris machines at work in the Canadian fields, and of men leaving the factories. These pictures were shown at the Toronto, London and Ottawa Fairs.

In 1897, the Massey-Harris binder won first prize at Ratzburg, Germany.

At Cremona, Italy, in 1899, the judges in an open field trial, lasting two days, with thirteen entries from England, Canada, Germany and the United States,

awarded the first diploma to the Massey-Harris firm. In the same year, with the same number of entries, the Massey-Harris again won first award at Cobourg, Germany—when perhaps someone remembered that the old farm of Daniel Massey, founder of the business in 1847, had been near Cobourg, Ontario.

Awards

The Grand Prize of the Paris Exhibition was won by the Verity Plows in 1900. Moreover, speaking of the Massey-Harris general exhibit on that occasion, the *Farm Implement News,* Chicago, again remarked:

"Of all the implement exhibits in the Palace of Agriculture, there is none which equals that of the Massey-Harris Co., of Toronto, for beauty and style of finish."

Subsequent honours abroad which had a profound effect upon the foreign extension of Massey-Harris business, may be summarized as follows:

1900—Verona, Italy; field trial; Grand Gold Medal.

1902—Ischigri, Russian field trial, open to world; highest award for binders, reapers and mowers.

1906—Reaping competition at Darling, South Africa; 11 machines; first and third prizes won by Massey-Harris Co.

1910—Ekaterinoslav, Russia; International Exhibition; Massey-Harris binders, reapers and mowers won first prize against machines from Russia, Sweden and United States.

1911—South Africa; six principal first prizes.

1913—Russian Government in testing 32 different mowers, gave the Massey-Harris mower excellent recommendation.

**The Royal Warrant**

In this section it may be appropriate to mention the fact that the Massey-Harris Company, in 1920, were awarded the King's Warrant which entitles the firm to use the Royal Arms and the words "By Appointment." This honour has been granted to only three other Canadian firms, none of which makes farm implements. Massey-Harris machines, it should be mentioned, have been used for a generation on the Royal Estates at Balmoral and Windsor.

MERE statistics as to materials, machinery, money and men are not in themselves very enlightening. Enough has been told, however, of the perspective of Massey-Harris development, to lend some significance to a few of the more interesting figures in the Company's achievements.

Statistics

The yearly output of the Massey-Harris Company, to capacity, is 275,000 complete machines. These products travel to 53 national markets. The firm manufacturers over 1,000 types of machinery and implements. Here it might be mentioned that the Massey-Harris Company was the first firm in the world to carry on the manufacture and sale of a complete "line" of agricultural implements in the full sense of the phrase. Other firms, of course, have since followed their example in this respect.

They have 3,500 Canadian agencies, and 700 in Australasia. (In Europe and South America distribution is not made through commission agents.)

The total floor space of their six factories is 83 acres, and in all, the work of manufacturing covers 161 acres. The space covered by the Toronto lumber yard alone is 12 acres, and in it 20,000,000 board feet of lumber in 135 different varieties are stored.

Eight miles of railway siding are required to bring in raw materials, and to ship out finished products. It

is possible during a rush season to load at one time 70 cars with Massey-Harris products.

The workers aggregate 7,600, of whom 2,500 are in Toronto, 1,800 in Batavia, 2,000 in Brantford, (600 in the plow factory), 300 in the Bain Wagon Works, and 1,000 in the Company's branch houses.

The Company has a total capitalization of about 40 million dollars, completely represented by tangible assets at home and abroad.

The firm's most elaborate product is the reaper-thresher, which cuts the grain, threshes, cleans and either puts it in sacks or loads it in grain wagons, all in one operation. Their simplest implement is the vehicle-jack, which contains eight parts.

**Spare Parts**

In connection with the subject of "parts," it is interesting to note that there are approximately 30,000 different spare parts which must be kept in stock at points convenient to the users of Massey-Harris implements the world over. Complete catalogues of these pieces are issued, from time to time, making it possible for anyone readily to secure duplicates of any parts which might be broken or worn, after long use.

**Foreign Trade**

With the adaptation of the business to foreign markets, many machines have had to be devised to meet local conditions. Reaper-threshers, which cut and thresh grain in one act, are sent, as already noted, to South America and Australia. Trussers for tying straw into bundles as it comes from the thresher are supplied to the European trade. Special plows are made for several countries, according to the soil, a peculiar "stump-jump plow" going to Australia. Various types of seed-drills are supplied to countries where local conditions of soil, climate and custom, demand them. A

# A FEW AGENCIES

RUSSIA

WESTERN CANADA

PORT ELIZABETH, S. AFRICA

AVIGNON, FRANCE

JUGO-SLAVIA

NORTH SASK.

NEW SOUTH WALES, AUS.

CONCEPCION, CHILE

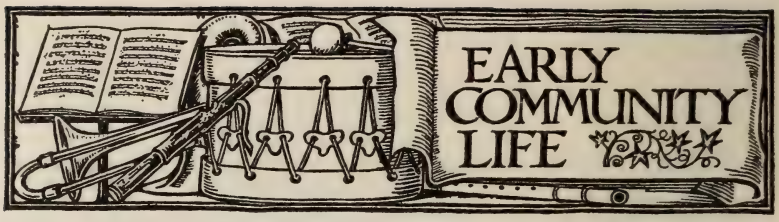
TORONTO
WORKS
CAFETERIA

TORONTO
WORKS
INDUSTRIAL
COUNCIL
IN SESSION

A ROOM
IN THE
"FIRST AID"

peculiar type of disc-harrow is furnished for use on rubber plantations in the Straits Settlements. Some implements for Russia and South Africa must be equipped with a hitch for oxen.

Massey-Harris accounts are settled in more than fifty of the world's currencies, and rendered in forty languages. The Company's trade is now world-wide in the fullest sense. A glance at the cases, in the shipping rooms, will reveal, from time to time, names of foreign ports, each a romance in itself; Barcelona, Capetown, Valparaiso, Singapore, Havre, Reval, Buenos Aires, Algiers, Stockholm, Dunedin, Genoa, Melbourne, Smyrna, Vladivostock and Basra—on the way to Baghdad.




**Industrial Community**

ABOUT forty years ago, without giving the movement a name, the Massey Manufacturing Company introduced a strong social element into factory life. Transportation then was by horse car, and the farthest west-bound car turned back east of the Massey works, which were then a sort of industrial settlement link between the City of Toronto and the Village of Parkdale. As most of the workers in the factories and shops lived within walking distance of their work, it was possible for a single firm with several hundred workers making a community population of perhaps 1,000 to make the factory itself more or less a social centre. The impulse came from the workers themselves with suggestions from the management.

**Memorial Hall**

The actual centre of the social life of the Massey community in 1885 was the Memorial Hall, built on the top storey of the main office building in memory of the late Charles Massey. The Hall had a seating capacity of 700 and was formally opened on December 19, 1885, with the President of the Company acting as Chairman. The meeting was addressed by Sir Leonard Tilley, then Minister of Finance. Two days before Christmas of that year, Mr. Goldwin Smith presided over a reading of Dickens' "Christmas Carol" in this Hall. At many meetings held there from time to time, there were special performances by the Massey Band, the Massey String Orchestra, and the Massey Glee Club. The existence

of these three flourishing musical organizations in a little industrial community of 200 or 300 men, shows the vigorous *esprit de corps* and enthusiasm of those early days.

**Organizations**

An organization known as the Workman's Library Association was formed in 1885, managed by an elected Committee, and open to all employees without fee. The Association maintained a library for the use of its members, conducted debates on political and economic subjects, arranged concerts, and generally performed the functions of a community club.

Mutual Benefit Societies, which are still in active operation in each factory, were formed in the early days by the workmen for the purpose of providing sick benefit grants for sick or injured employees. The funds for this purpose are contributed in very modest monthly sums and are augmented by liberal donations by the Company.

**Changing Conditions**

THE growth of the City, improved transportation, increase in land values, and the resultant tendency of workers to move to suburban districts, led to a gradual disintegration of the old community life. It became difficult to keep the factory a centre of social activity. Attendance in the evenings for the majority of the workers became impossible. New forces came into play, and lodge meetings, dances, theatres and concerts, combined to supersede the simpler entertainments at the works. The Band, the Orchestra and the Glee Club went out of fashion, and the reading room was no longer necessary with the advent of the public library.

With the gradual extinction of social life, the factory was left a place of work only, with the old comradeship and community feeling in danger of extinction. To save the "human side," new measures were required. It was necessary to make a new effort to recover the feeling of sympathy and co-operation which had existed between the workers and the management. It was essential to find a new point of contact.

**Industrial Councils**

At the root of the new movement comes the Industrial Council, which, because it contains in practice the essential idea of really "getting together" merits the first mention. Each Massey-Harris factory has its Council, half the members of which are elected by secret ballot among the workers, half appointed by the management from the office or factory staff. The Secretary and the

Chairman have no voting power. All workers, 21 years old or more, who have been continuously employed by the firm for two years, at any time, are eligible as candidates for the elected section of the Councils. Only foremen, assistant foremen and others having the power of employment and discharge are ineligible. The representation of employees in the Councils in no way conflicts with their right to membership in any labour organization. The Industrial Works Councils meet regularly once a month for the open discussion of questions of policy relating to wages, hours, employment and working conditions, works practice and rules, safety and prevention of accidents, sanitation and health, and any other matters of mutual concern. At each meeting every man has an equal vote, with any other, and an equal right to initiate and discuss any proposed question or reform.

**Shorter Day**

The shorter day was perhaps the first feature of the new industrial relations, having been instituted about a year before the Councils were formed. From the old 59 hour week in effect for so many years, the Massey-Harris Company changed at first to 50 hours in 1918, and afterwards to 48 hours a week. The change was granted on the understanding that factory output should not be diminished by reason of the shorter day, and it has not been lessened.

**Pensions**

In anticipation of a permanent pension scheme, on an adequate scale, the Company recently instituted a temporary plan, under the terms of which, aged or disabled employees are now drawing pensions.

**Cafeteria**

The large Cafeteria at Toronto is a most successful experiment and has more than justified the expenditure necessary to convert part of the ground floor of a new warehouse building into an ample lunch and assembly room, equipped in modern cafeteria style, and with

a capacity of about 1,000. The meals are supplied at cost, and no profit is received by the management, which employs the revenue in up-keep and operation. The Cafeteria is open to all workers from both factory and office, and is freely patronized by both, to an extent of 1,200 meals per day. Breakfast is served to all those who wish it, and after the Works close at 5 p.m., men are able to have supper before leaving the premises. The room also serves as a banquet hall and place for sociability in any form. The Cafeteria is managed by a joint shop and office committee of six men.

**Medical Service**

The First Aid Service, begun in 1885, with the Company doctor, has also been extended. At each of the larger factories a trained nurse is constantly in charge. The men are encouraged to report to the nurse, immediately the slightest casualty in order to avoid infection.

**Recreation**

Representing a different sphere of activity are the various athletic organizations in the factories formed and operated by the employees. Baseball, "soccer," rugby football, bowling, tennis, hockey and track athletics provide a field of recreation for a large number of the workers who, in recent years, have captured many trophies in inter-company contests. Indoor entertainments, dances and concerts are organized by the employees during the winter. A reference to social occasions would be incomplete without an allusion to the annual picnic, of each plant, which historic events attract a large number of workers and their families each year.

THE war made an almost instantaneous draft on the ranks of the Massey-Harris workers, partly due to the high percentage of British and Canadian-Born in the Company's works. Few great industries in Canada have a higher proportion of British citizens on their payrolls. Enlistments from the entire organization ran to a very high total, and 122 of the Company's employees laid down their lives on active service. **Military Service**

When Canada was called to supply munitions, the Company embarked as soon as it was possible, in the business of making shells, and quickly adapted the whole of two large floors in a new building to the manufacture of 18-pounder shrapnel, and high explosive shells, which were eventually turned out at the average rate of 1,200 per day. The total production was 844,062 shells. **Shells**

On the more humane side of the conflict, the Massey-Harris Company became the originator of the Massey-Harris Convalescent Home for Soldiers, at Kingswood, Dulwich, England. This hospital was equipped and maintained for the three years of its existence by the Company, its associate Companies and their agents and employees. **Kingswood Hospital**

A total of 3,111 soldiers were cared for in the 37 rooms of this institution, covering a period from April 5th, 1916 to March 8th, 1919.

Tillage and harvest are operations which even war must not interrupt, and in the performance of these

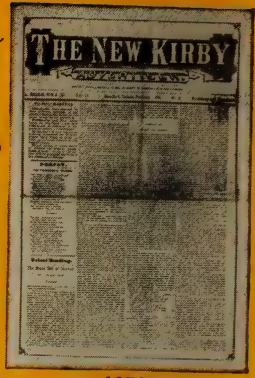
tasks the Company's machines often played a creditable part even in the war zone. Massey-Harris men wrote of seeing them working under fire, in the shelled areas; and an officer in Palestine has described them in operation in Judea and Samaria during the campaign against the Turks.

"KINGSWOOD"
Massey-Harris
Convalescent
Home for
Canadian
Soldiers
DULWICH-
ENGLAND
1916-1919

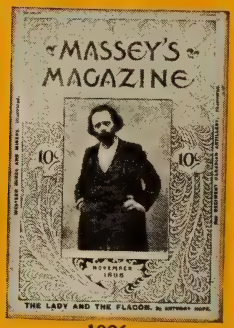
AEROPLANE
VIEW OF
TORONTO
WORKS

EARLY PUBLICATIONS

1881



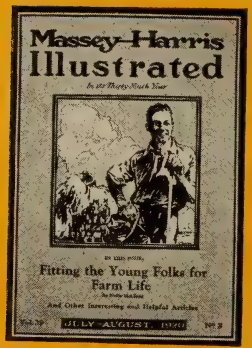

1876

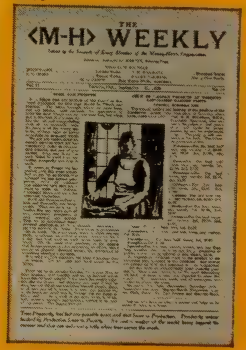



1896

1885

PRESENT PUBLICATIONS



MANY years ago, both the Massey and the Harris Companies realized the importance of printed periodicals, not only as catalogues to interest customers, but more humanly, as a means of carrying the news of the industry to the men engaged in it, and to their families at home. *The Trip Hammer* was one of the first "house organs" issued in Canada. It made its appearance early in 1885, and once a month came out in hundreds of copies, a well-edited, bright little magazine of general interest. The editor took a lively, but essentially non-partisan interest in public affairs, and he made the little monthly, with its intimate reports of factory gossip, of debates, of papers on scientific and literary matters, of musical affairs, and of industrial development, a real contribution to the local monthly literature of the period.

**"The Trip Hammer"**

Similar to *The Trip Hammer,* but in a different field, is the *Massey-Harris Illustrated,* formerly *Massey's Illustrated,* and begun as far back at 1881, which makes six visits a year throughout Canada. This paper carries features of general and specific interest to 95,000 households from coast to coast. It is distributed without charge.

**The "Illustrated"**

*Massey's Magazine,* also, in the nineties, had an interesting career as a monthly of general popular and literary interest, until in the year 1897 it was absorbed by the *Canadian Magazine.*

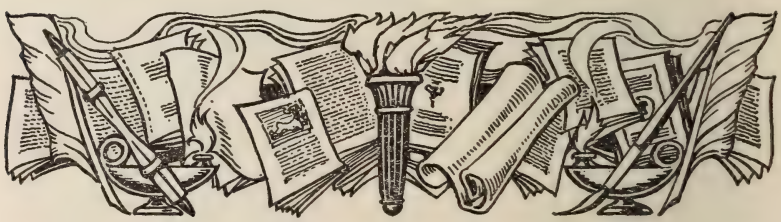
"Kirby Advertiser"

In the Harris side of the business, as far back as 1876, we find the *New Kirby Advertiser,* a periodical of interest to farmers, which afterwards became the *New Brantford Monthly,* and still later, the *New Brantford Illustrated Monthly.*

"M-H Weekly"

A weekly bulletin known as the *M-H Weekly* is issued gratis to all the employees in the Canadian factories. This contains factory news, general information, "safety first" data, etc.

The purely printing and publicity side of the business has had a great development, beginning with the earliest general catalogues of the old Newcastle and Beamsville Works, and developing, as the business grew, into the large number of special illustrated catalogues which at this time form the bulk of the firm's literature. The Massey-Harris printing plant now produces most of the catalogues. Branch catalogues are also printed for a number of the firm's foreign agencies, in not less than ten languages, including Hungarian and Polish. The printing establishment turns out an aggregate of 500 separate publications in a year, including catalogues, "hangers," circulars, books of instruction, price lists, etc.



Mr. Thomas Findley

AS the Massey-Harris harvester business began on the land, in the person of Elder John Harris, in 1846, and in the person of Daniel Massey, in 1847, so the Massey-Harris organization retained its association with the farm in 1920. The late Mr. Thomas Findley, who succeeded Sir Lyman Jones, in 1917, as President and General Manager, was born on a farm near Bond Lake, Ontario, in 1870, and was associated with the business in various capacities from 1890. The modern Company owes much of its recent development to the personality of Sir Lyman Jones and Mr. Findley.

Mr. Joseph N. Shenstone

Mr. Thomas Bradshaw

The Chief Executive Officer of the Company is Mr. Thomas Bradshaw, Vice-President and General Manager, and the President is Mr. Joseph N. Shenstone, who has been actively connected with the organization for nearly 40 years as Secretary, Treasurer, Vice-President and Chairman of the Board.

Past Presidents

The predecessors in the office of President have been as follows: since the incorporation and until 1896, Mr. Hart A. Massey; 1896-1901, Mr. Walter E. H. Massey; 1901-1903, Mr. Chester D. Massey; 1903-1917, Hon. Sir L. M. Jones; 1917-1922, Mr. Thomas Findley; 1922-1925 Mr. Vincent Massey.

Directors

The present Board of Directors is as follows: Mr. Chester D. Massey, Honorary President; Mr. J. N. Shenstone, President; Mr. Thomas Bradshaw, Vice-

President and General Manager; Mr. George Valentine, Assistant General Manager in charge of Manufacturing; Mr. C. L. Wisner, Assistant General Manager in charge of Foreign Sales; Mr. A. S. Patterson, General Manager, Australasian Branch; Mr. W. J. Verity; John G. Hossack; Mr. E. R. Wood; and Thomas A. Russell, Geo. W. McLaughlin; Chas. S. Blackwell.

**Branch Organization**

The management at the Head Office, Toronto, directs the activities, not only of the six factories, but also of the sales organization which reaches nearly every part of the civilized world.

Canadian branch houses are established in Toronto, Montreal, Moncton, Winnipeg, Brandon, Regina, Saskatoon, Yorkton, Swift Current, Calgary and Edmonton, with a number of sub-branches and transfer houses, serving the 3,500 local agencies in the Dominion.

The office in London, England has supervision of all branches in Europe, Asia and North Africa, with branch houses in Paris and Berlin. Before the war, there were active branches in Moscow and Budapest.

General headquarters for Australasia are in Melbourne, with branch houses at Sydney, Brisbane, Perth, Adelaide and Christchurch.

Headquarters for South Africa are in Durban, Natal.

South American distribution is controlled from the branch at Buenos Aires, with branches in Rosario and Bahia Blanca, while the trade in the United States is supplied from the factory at Batavia, N.Y., through branches at Harrisburg, Pa., Columbus, Ohio; Lansing, Mich.; St. Louis, Mo.; Kansas City, Mo.; Hutchinson, Kansas, and Minneapolis, Minn.